**Report to the Faculty Senate Executive Committee**

X

 **Mid-year report X Year-end report**

**Date:** August 8, 2022

**Committee Name**: Committee on the Evaluation of University Administrators

**Chair or Co-Chairs:** Rose Baker

**Meetings for the term/year**:

Meetings via Zoom: October 12, 2021, November 16, 2021, January 14, 2022, February 23, 2022,

Communication would also be managed through email to discuss decisions about the survey instruments and distribution.

**Membership and Attendance** (year-to-date attendance record):

Note about attendance – Those not able to attend the scheduled meetings participated in email communications and reviews of materials for the surveys, the individual survey reports to the individual administrators, and the mid-term and final report of the committee for 2021-2022.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Group Represented, committee office, if applicable | Name | Department or administrative unit affiliation | Term End(if applicable) | Meetings Attended | Meetings Absent / # Excused |
| Group I | Thorne Anderson  | JOUR | 2023 | 4 | 0 |
| Group II | Jacqueline Foertsch   | ENGL | 2023 | 4 | 0 |
| Group III | Srinivasan Srivilliputhur  | MTSE | 2023\* | 4 | 0 |
| Group IV | Denise Philpot  | TSG | 2023 | 4 | 0 |
| Group V | Neil Wilner | ACCT | 2023 | 4 | 0 |
| Group VI | Barbara Pazey  | TEA | 2023\* | 4 | 0 |
| Group VII | Hong Wang  | CHEM | 2023\* | 4 | 0 |
| Group VIII | Jeffrey Snider  | MUSC | 2023 | 4 | 0 |
| ATL | Rose Baker - Chair | LTEC | 2023\* | 4 | 0 |
| ATL | Jihye "Ellie" Min  | HTM | 2022\* | 4 | 0 |
| ATL | Filled in May 2022, Doug Campbell | LIBR |  | 0 | 0 |
| Chairs Council | Benjamin Brand |  |  | 4 | 0 |
| Vice Provost for Academic Affairs | Mike McPherson |  |  | 2 | 0 |
| UNT Library | Sue Parks  |  |  | 4 | 0 |
| Faculty Policy Oversight Committee | Elizabeth Oldmixon |  |  | 2 | 0 |
|  |  |  |  |  |  |

\* Chair

**Accomplishments (including items submitted for review or approval to the Executive Committee or Faculty Senate):**

*Evaluation of Senior Administrators*

The survey of the UNT President, Provost, members of the President’s Cabinet, and selected senior administrators took place between March 3, 2022 through June 25, 2022. Two surveys were created, one for the faculty without administrative assignments and one for administrators who hold department chair, associate dean, or dean positions. Over the years, those in administrator roles have commented that they were part of the faculty. On March 3, the survey forms were sent to 127 faculty who hold administrator roles and 1113 fulltime faculty without administrator roles. The distribution of the surveys initially had a problem due to the computers limiting the number of surveys that could be completed per week. UNT System members and Qualtrics corrected the problem associated with all of the emails bouncing.

Of the 1113 survey link emails sent to fulltime faculty, 339 surveys were started and 272 were finished. Reminders were sent on March 8, 2022, and March 15, 2022. Instead of closing the survey and generating the reports in April for an early May delivery of the results, the committee decided to leave the survey open to allow faculty time to finish. Over 100 additional surveys were started after March 22. Of the 127 survey link emails sent to administrators on March 3, 2022, 73 surveys were started and 58 surveys were finished. Reminder emails were sent on March 8, 2022, and March 15, 2022. Similar to the faculty timing of participation, 20 surveys were started after March 22. The committee will consider these participation times when scheduling the survey window for future evaluation of senior administrators.

As in the past, more respondents participate in the survey for the president than for other senior administrators. Table 1, Response to Survey to Evaluate the President and Other Senior Administrators, includes data for the completed responses, minimum missing responses, response rate for respondents, and the response rate for the surveys distributed.

Table 1. Response to Survey to Evaluate the President, Provost, and Other Senior Administrators

| Administrator | Number of Respondents | Minimum Missing Responses | Response Rate of Respondents | Response Rate of Surveys Distributed |
| --- | --- | --- | --- | --- |
| UNT President, Neal Smatresk  | 256 | 76 | 77.1% | 20.6% |
| Members of the President's Cabinet |
| Vice President for Student Affairs, Elizabeth With  | 174 | 158 | 52.4% | 14.0% |
| Vice President for Finance and Administration, Clayton Gibson  | 164 | 168 | 49.4% | 13.2% |
| Vice President for Equity and Diversity, Joanne Woodard  | 176 | 156 | 53.0% | 14.2% |
| Vice President for Enrollment, Shannon Goodman  | 164 | 168 | 49.4% | 13.2% |
| Vice President for Planning and Chief of Staff, Debbie Rohwer   | 163 | 169 | 49.1% | 13.1% |
| Vice President for Digital Strategy and Innovation, Adam Fein  | 174 | 158 | 52.4% | 14.0% |
| Vice President for Research and Innovation, Mark McLellan  | 179 | 153 | 53.9% | 14.4% |
| Provost's Leadership Team |
| Vice Provost for Academic Resources, Jennifer Stevenson  | 159 | 173 | 47.9% | 12.8% |
| Associate Vice Provost for Faculty Success, Holly Hutchins  | 180 | 152 | 54.2% | 14.5% |
| Vice Provost for Student Success, Michael McPherson  | 182 | 150 | 54.8% | 14.7% |
| Vice Provost for Curricular Innovation and Academic Partnerships, Brenda Kihl  | 161 | 171 | 48.5% | 13.0% |
| Vice Provost & Dean International Affairs, Pia Wood  | 158 | 174 | 47.6% | 12.7% |
| Toulouse School of Graduate Studies, Dean, Victor Prybutok  | 168 | 164 | 50.6% | 13.5% |
| Other Administrators |
| Chief of Police, Ed Reynolds  | 159 | 173 | 47.9% | 12.8% |
| Associate Vice President for Student Affairs, Melissa McGuire   | 154 | 178 | 46.4% | 12.4% |
| Dean of Students / Assistant Vice President for Student Affairs, Maureen McGuinness  | 169 | 163 | 50.9% | 13.6% |
| Assistant Vice President for Digital Strategy & Innovation, Executive Director for CLEAR, Rudi Thompson  | 159 | 173 | 47.9% | 12.8% |
| Associate Dean of the Graduate School, Joseph Oppong  | 165 | 167 | 49.7% | 13.3% |

Data have been analyzed for inclusion on reports for 19 senior administrators including the President, seven members of the President’s Cabinet, six members of the Provost Leadership Team, and five other selected senior administrators:

1. UNT President, Neal Smatresk

President’s Cabinet

1. Vice President for Student Affairs, Elizabeth With
2. Vice President for Finance and Administration, Clayton Gibson
3. Vice President for Equity and Diversity, Joanne Woodard
4. Vice President for Enrollment, Shannon Goodman
5. Vice President for Planning and Chief of Staff, Debbie Rohwer
6. Vice President for Digital Strategy and Innovation, Adam Fein
7. Vice President for Research and Innovation, Mark McLellan

Provost Office Leadership Team

1. Vice Provost for Academic Resources, Jennifer Stevenson
2. Associate Vice Provost for Faculty Success, Holly Hutchins
3. Vice Provost for Student Success, Michael McPherson
4. Vice Provost for Curricular Innovation and Academic Partnerships, Brenda Kihl
5. Vice Provost & Dean International Affairs, Pia Wood
6. Toulouse School of Graduate Studies, Dean, Victor Prybutok

Other Administrator s

1. Chief of Police, Ed Reynolds
2. Associate Vice President for Student Affairs, Melissa McGuire
3. Dean of Students / Assistant Vice President for Student Affairs, Maureen McGuinness
4. Assistant Vice President for Digital Strategy & Innovation, Executive Director for CLEAR, Rudi Thompson
5. Associate Dean of the Graduate School, Joseph Oppong

The goal of this survey was to rate the effectiveness of administrative performance, assess the level of confidence in abilities to perform the assigned role, and gather recommendations and suggestions for the improvement of performance.

*Senior Administration Evaluation*

Within the survey for each administrator evaluated (19 in total) respondents were asked to evaluate three activities representative of how each directly works with faculty (the completion of each survey was expected to take less than 10 minutes):

1. UNT President, Neal Smatresk
	1. Fosters and maintains public-private partnerships
	2. Supports academic programs for research and education innovation
	3. Improves processes and infrastructure for students’ positive experience at UNT
2. Vice President for Student Affairs, Elizabeth With
	1. Supports students with a wide array of intentional programs, services, and activities
	2. Enhances student experience
	3. Maintains facilities, provides services, and promotes programs for the campus community
3. Vice President for Finance and Administration, Clayton Gibson
	1. Supports the university’s academic missions
	2. Ensures the university’s financial well-being
	3. Provides a safe, secure, and technology rich environment for the campus community
4. Vice President for Equity and Diversity, Joanne Woodard
	1. Champions equity, access, and engagement
	2. Creates a welcoming campus community for all
	3. Provides a safe zone for all
5. Vice President for Enrollment, Shannon Goodman
	1. Improves quality, quantity, and diversity of UNT student population
	2. Conducts effective enrollment management to balance quality and accessibility
	3. Develops strategic enrollment strategies for sustainable enrollment growth
6. Vice President for Planning and Chief of Staff, Debbie Rohwer
	1. Advises President Smatresk and his executive leadership team on the conceptualization and execution of innovative organizational strategies and objectives
	2. Develops and leads strategic, cross-divisional presidential projects and initiatives that have potential impact for the future direction of the university
	3. Assembles teams from across the university that problem-solve and work toward improved processes
7. Vice President for Digital Strategy and Innovation, Adam Fein
	1. Supports and promotes open and shared educational resources
	2. Supports and promotes innovative assessment of student learning
	3. Evaluates and recommends policy development to support UNT and CLEAR goals
8. Vice President for Research and Innovation, Mark McLellan
	1. Promotes research, scholarship, and creative activities to expand the university’s research growth, breadth and impact
	2. Oversees federally funded research projects and shared instrumentation facilities
	3. Engages faculty, research scientists, students and external collaborative partners
9. Vice Provost for Academic Resources, Jennifer Stevenson
	1. Provides oversight of budget development, financial analytics, and operations support for Academic Affairs.
	2. General oversight of Faculty HR and Faculty Information System (FIS).
	3. Works collaboratively with academic leadership and financial officers in utilization of academic resources to support UNT’s strategic plan.
10. Associate Vice Provost for Faculty Success, Holly Hutchins
	1. Provides programming, services, and access to resources for faculty for success in teaching, scholarly, and leadership endeavors
	2. Fosters recognition for faculty at local, national, and international levels for teaching, scholarship, and community outreach
	3. Develops communication networks to help improve campus climate and to serve as an information source
11. Vice Provost for Student Success, Michael McPherson
	1. Works with chairs and associate deans on issues affecting student success, including opening additional sections, academic processes, and academic sections
	2. Works with faculty as needed as a liaison with the Dean of Students and the CARE Team
	3. Manages the Office of Academic Advising and provides management and support for the Academic Integrity Office, the Learning Center, and the Office of Strategic Retention
12. Vice Provost for Curricular Innovation and Academic Partnerships, Brenda Kihl
	1. Coordinates the development and implementation of new programs and changes to existing programs
	2. Provides leadership for development, implementation and evaluation of partnerships such as dual credit, curricular enhancement, and transfer articulations with community colleges
	3. Oversees university accreditation and strategic planning, quality enhancement plan, academic assessment and academic program review processes
13. Vice Provost & Dean International Affairs, Pia Wood
	1. Oversees international student and scholar services
	2. Supports study abroad and global engagement initiatives
	3. Serves as the senior international officer
14. Toulouse School of Graduate Studies, Dean, Victor Prybutok
	1. Oversees the management and fiscal operations of the graduate school
	2. Oversees graduate programs and development of post-baccalaureate academic programs
	3. Develops policies related to graduate admissions, programs, and curriculum
15. Chief of Police, Ed Reynolds
	1. Oversees campus security to promote an environment that supports a safe learning environment
	2. Provides professional service to all customers and problem-solving collaboration with UNT students, faculty, staff, visitors and the community
	3. Serve as a model police department and a model department at UNT
16. Associate Vice President for Student Affairs, Melissa McGuire
	1. Responds directly and effectively to faculty sponsors seeking assistance
	2. Prioritizes quality student experiences in their group and club endeavors
	3. Creates efficient methods for planning, booking, and authorizing on-campus student activities.
	4. Creates efficient methods to encourage and enable membership in student organizations.
17. Dean of Students / Assistant Vice President for Student Affairs, Maureen McGuinness
	1. Oversees student services such as CARE Team, Clery reporting, and the Food Pantry
	2. Evaluates and manages student support services
	3. Oversees and encourages participation in the Center for Leadership and Service
18. Assistant VP for Digital Strategy & Innovation, Executive Director for CLEAR, Rudi Thompson
	1. Oversees CLEAR’s Teams for course project management, course design, creative productive, learning research and accessibility, teaching excellence, and faculty LMS support
	2. Supports and promotes innovative assessment of student learning
	3. Evaluates and recommends policy development to support UNT and CLEAR goals
19. Associate Dean of the Graduate School, Joseph Oppong
	1. Supports the management and fiscal operations of the graduate school
	2. Supports graduate programs and development of post-baccalaureate academic programs
	3. Develops policies related to graduate admissions, programs, and curriculum

*Questions in the Senior Administrator survey*

The question added in Spring 2021 survey instrument to collect data on preferred communication with the senior administrators was eliminated and replaced with two sliding scales to assess the level of knowledge the faculty have of the given areas of responsibility and the level the faculty’s work is impacted by the given areas of responsibility. Data collected for these two questions were the number of respondents who moved the scale to indicate their level of knowledge or the amount of their work that is impacted by the administrator’s responsibilities. The rating for each ranged from 0 to 100. These can be equated to percentages from 0% to 100%. The means and standard deviations were calculated for the responses. Values are reported for each administrator. The mean represents the average level of knowledge that faculty have about the responsibilities of the administrator and the office they lead and the average amount of faculty work for each faculty member that is impacted by the responsibilities of administrator and the office they lead. Table 2 depicts this data by administrator.

Two questions were added to the President’s ratings to assess the perceptions of the President’s performance in fostering research, scholarship, and service. The open ended questions were modified to elicit responses about the role of the office, for example Student Affairs. This was meant to encourage constructive response about the administrative role rather than about the administrator. Open ended responses still contain comments that faculty lack knowledge of the functions, role, and who the administrator is.

Table 2. Ratings of Faculty Knowledge of and Amount of Faculty Work Impacted by Administrator Responsibilities by Office Evaluated

|  |  |  |
| --- | --- | --- |
| Administrator | Faculty knowledge | Faculty Work Impacted |
| N | Min | Max | Mean | SD | N | Min | Max | Mean | SD |
| UNT President, Neal Smatresk  | 243 | 0 | 100 | 64.66 | 24.14 | 237 | 0 | 100 | 70.73 | 25.11 |
| Members of the President's Cabinet |
| Vice President for Student Affairs, Elizabeth With  | 131 | 0 | 100 | 54.98 | 28.00 | 132 | 1 | 100 | 61.58 | 28.04 |
| Vice President for Finance and Administration, Clayton Gibson  | 121 | 0 | 100 | 50.94 | 31.37 | 125 | 0 | 100 | 71.39 | 30.40 |
| Vice President for Equity and Diversity, Joanne Woodard  | 142 | 0 | 100 | 68.11 | 25.98 | 145 | 0 | 100 | 68.14 | 29.35 |
| Vice President for Enrollment, Shannon Goodman  | 115 | 0 | 100 | 56.85 | 31.41 | 118 | 0 | 100 | 68.13 | 31.73 |
| Vice President for Planning and Chief of Staff, Debbie Rohwer   | 101 | 1 | 100 | 42.90 | 31.09 | 105 | 0 | 100 | 53.28 | 33.71 |
| Vice President for Digital Strategy and Innovation, Adam Fein  | 138 | 1 | 100 | 65.77 | 27.96 | 142 | 1 | 100 | 72.85 | 27.53 |
| Vice President for Research and Innovation, Mark McLellan  | 136 | 1 | 100 | 71.02 | 24.80 | 137 | 1 | 100 | 69.61 | 28.80 |
| Provost's Leadership Team |
| Vice Provost for Academic Resources, Jennifer Stevenson  | 100 | 0 | 100 | 61.39 | 30.75 | 104 | 0 | 100 | 69.66 | 32.14 |
| Associate Vice Provost for Faculty Success, Holly Hutchins  | 147 | 1 | 100 | 74.28 | 22.75 | 147 | 1 | 100 | 74.93 | 26.45 |
| Vice Provost for Student Success, Michael McPherson  | 138 | 1 | 100 | 70.58 | 23.21 | 138 | 0 | 100 | 72.72 | 25.70 |
| Vice Provost for Curricular Innovation and Academic Partnerships, Brenda Kihl  | 94 | 0 | 100 | 57.54 | 30.67 | 100 | 1 | 100 | 63.31 | 31.32 |
| Vice Provost & Dean International Affairs, Pia Wood  | 90 | 0 | 100 | 58.49 | 28.69 | 90 | 1 | 100 | 54.29 | 31.82 |
| Toulouse School of Graduate Studies, Dean, Victor Prybutok  | 114 | 0 | 100 | 68.81 | 26.41 | 115 | 0 | 100 | 69.63 | 27.92 |
| Other Administrators |
|  Chief of Police, Ed Reynolds  | 96 | 1 | 100 | 59.16 | 27.04 | 95 | 1 | 100 | 56.34 | 32.66 |
| Associate Vice President for Student Affairs, Melissa McGuire   | 92 | 0 | 100 | 52.72 | 32.23 | 91 | 0 | 100 | 56.30 | 33.30 |
| Dean of Students / Assistant Vice President for Student Affairs, Maureen McGuinness  | 128 | 1 | 100 | 69.85 | 25.11 | 127 | 1 | 100 | 71.06 | 27.02 |
| Assistant Vice President for Digital Strategy & Innovation, Executive Director for CLEAR, Rudi Thompson  | 119 | 7 | 100 | 68.86 | 27.15 | 117 | 4 | 100 | 72.91 | 27.61 |
| Associate Dean of the Graduate School, Joseph Oppong  | 102 | 0 | 100 | 67.50 | 26.84 | 104 | 0 | 100 | 70.12 | 27.88 |

The questions were placed on pages by category to help facilitate ease in response and to limit loss of data if a person left the survey after responding to the categories in the survey. This is also to help focus attention on the responsibilities of the administrators. The provost was not included in this survey as well as other administrators who were leaving their roles.

1. Questions for the president and provost are more extensive than the questions for the other administrators to be evaluated. The new rating questions are included.
	1. UNT President
		1. Thinking about the performance of UNT President Neal Smatresk rate the following questions as Poor, Fair, Good, Excellent, No Opinion, Do Not Know.
			1. Provides transparent and effective leadership
			2. Effectively articulates a coherent and realistic vision for UNT
			3. Management of UNT’s resources
			4. Communication to faculty of UNT’s needs and opportunities
			5. Involvement of faculty in the assessment and planning of university operations
			6. Accessibility to the faculty
			7. Fostering of an environment for exemplary teaching
			8. Fostering of an environment for exemplary research and scholarship
			9. Fostering of an environment for exemplary service
			10. Trustworthiness
			11. Fair treatment of people
			12. Overall effectiveness as UNT President
		2. Do you have confidence in the President's abilities to perform his current role? Definitely yes, Probably yes, Probably not, Definitely not
		3. Consider the areas of responsibility for this administrator,
			1. Rate your level of knowledge of these areas of responsibility.
			2. Rate the level your work is impacted by these areas of responsibility.
		4. What two or three top priorities would you recommend to be addressed by the President in the coming year?
		5. If you have additional comments or concerns about the President’s areas of responsibility, please provide them to share with the President?
	2. Each of the administrators selected to be evaluated from the President’s Cabinet and the senior administration will have the same questions asked about their performance and seek recommendations from the faculty.
		1. Thinking about the University Administrator’s performance for these activities, rate the following questions as Poor, Fair, Good, Excellent, No Opinion, Do Not Know.
			1. Effectively communicates strategic initiatives and objectives to the faculty
			2. Considers faculty input when developing strategic initiatives
		2. Consider the areas of responsibility for this administrator,
			1. Rate your level of knowledge of these areas of responsibility.
			2. Rate the level your work is impacted by these areas of responsibility.
		3. If you have additional comments or concerns about Names of Office, please provide them to share with Name of Administrator?

*Evaluation of Deans, Associate Deans, and Department Chairs*

In the window from April 11 to June 25, 2022, the survey to evaluate the Deans, Associate Deans, and Department chairs was implemented. The survey stayed open beyond the semester end to allow for additional response time and opportunities to evaluate faculty directors and second-tier supervisors. The Faculty Senate office through FacultyEvals@unt.edu received requests for the survey to remain open. Faculty received a direct email from the Faculty Senate office to alert them to look for the survey link emails in their inbox, junk, clutter, focused, or other folders. Emails and email reminders to those who had not finished the survey were sent on the April 14, April 21, and April 28.

The survey requested the respondent to enter the name of the person being evaluated. This data was used to confirm that the survey was completed for the correct administrator. Feedback was solicited from the Provost and from Chairs Council about the usability of the data that had been collected in prior years. The Chairs Council crafted new questions for inclusion on the survey to gather information related to departmental governance, equity and inclusion, and general feedback. The number of open-ended responses was to gather input on the group of questions.

The choices for the deans and associate deans were the same as those used in prior surveys: definitely yes, probably yes, probably not, and definitely not. The question about knowing you and your work was edited to reflect contribution to be more inclusive. The question about the role of associate deans was also changed. The solicitation of comments was changed to encourage comments about interactions and management and not about the individual. The open-ended question for comments about the associate dean was changed to help acquire significant contributions and what they should focus on in the upcoming year.

Questions in the survey for Deans

1. Dean Q2a: Do you have confidence in your dean's ability to perform his/her current role?
2. Dean Q2b: Please explain
3. Dean Q3a: Does your dean involve faculty in the decision-making process?
4. Dean Q3b: Please explain.
5. Dean Q4a: Has your dean communicated the goals and action plans for your college this year?
6. Dean Q4b: If you have received this year's goals and action plans, has your Dean made progress on these?
7. Dean Q4c: Please explain.
8. Dean Q5a: Does your dean allocate resources in a transparent way?
9. Dean Q5b: Please explain.
10. Dean Q6a: Does your dean promote a positive work environment?
11. Dean Q6b: Please explain.
12. Dean Q7a: Does your dean know who you are and some of your areas of contribution?
13. Dean Q7b: Please explain.
14. Dean Q8a: Have the key responsibilities for the associate deans in your college been explained?
15. Dean Q8b: Please explain.
16. Dean Q9: Any additional comments about your dean’s interactions with you and management of the college.

Questions for Associate Deans

1. Associate Dean Q2a: Do you have confidence in your associate dean's ability to perform his/her current role?
2. Associate Dean Q2b: Please explain.
3. Associate Dean Q3a: Does your associate dean involve faculty in the decision-making process?
4. Associate Dean Q3b: Please explain.
5. Associate Dean Q4a: Does your associate dean promote a positive work environment?
6. Associate Dean Q4b: Please explain.
7. Associate Dean Q5: Any additional comments about your third Associate Dean’s role in the college. What were some of this associate dean’s most significant contributions to the college? What would you like to see them focus on in the upcoming school year?.

The goal questions are not asked about associate deans.

Questions for Department Chairs or Faculty Directors

This survey is a mechanism for faculty to provide constructive feedback to their department chairs with the aim of fostering an open, collaborative workplace where everyone can do their best work.

Departmental Governance

1. My department chair involves faculty in decision-making about important issues facing the department.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

2. My department chair works with faculty and other stakeholders to develop goals for the department.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

3. My department chair works with faculty and other stakeholders to achieve our shared goals for the department.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

4. My department chair allocates department resources (research and travel funding, TA/TF/RA support, etc.) in a transparent manner.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

5. My department chair supports my professional goals and activities to the extent possible given available resources.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

6. Please provide some insight into what led to your answers to Questions 1-5. How has your department chair effectively collaborated with faculty in the ways cited above? What could they do to improve that collaboration?

Equity and Inclusion

7. My department chair allocates departmental resources (research and travel funding, TA/TF/RA support, etc.) in an equitable manner.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

8. My department chair works with faculty and staff to promote an inclusive workplace.

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

9. My department chair strives to promote equitable service assignments within the department

* Strongly agree
* Agree
* Somewhat agree
* Somewhat disagree
* Disagree
* Strongly disagree

10. Please provide some insight into what led to your answers to Questions 7-9. How has your department chair worked with faculty and staff to make the department equitable and inclusive? What else might they do?

General Feedback

11. Overall, how satisfied are you with your department chair’s leadership in 2021-22?

* Very satisfied
* Satisfied
* Somewhat agree
* Somewhat disagree
* Somewhat dissatisfied
* Very dissatisfied

12. Please provide some insight into what led to your answer to Question 11. What were some of your chair’s most contributions to the department? What would you like to see them focus on in the upcoming school year?

Table 3 depicts the response rates by affiliation based upon the possible initial invitations to participate. A review of the faculty lists ensured that the faculty on professional development leave were included for the 2021-2022 evaluations. All surveys were closed and any unfinished responses were forced for submission.

Table 3. Response to Survey to Evaluate Deans, Associate Deans, and Department Chairs by Affiliation

| Affiliation | Number of Surveys Submitted | Number of Valid Responses | Number of Faculty Surveys Distributed | Response Rate of Surveys Distributed |
| --- | --- | --- | --- | --- |
| College of Business | 37 | 37 | 131 | 28.2% |
| College of Education | 38 | 38 | 93 | 40.9% |
| College of Engineering | 32 | 32 | 108 | 29.6% |
| College of Health and Public Service | 31 |   | 71 | 0.0% |
| College of Information | 20 | 20 | 47 | 42.6% |
| College of Liberal Arts and Social Sciences | 110 | 109 | 277 | 39.4% |
| Mayborn School of Journalism | 7 | 7 | 17 | 41.2% |
| College of Merchandising, Hospitality and Tourism | 11 | 11 | 31 | 35.5% |
| College of Music | 30 | 29 | 102 | 28.4% |
| College of Science | 44 | 45 | 126 | 35.7% |
| College of Visual Arts and Design | 27 | 27 | 56 | 48.2% |
| Intensive English Language Institute  | 0 | 0 | 8 | 0.0% |
| Libraries | 15 | 15 | 38 | 39.5% |
| Honors | 0 | 0 | 2 | 0.0% |
| College at Frisco | 5 | 5 | 18 | 27.8% |
| Toulouse Graduate School | 3 | 3 | 5 | 60.0% |

Table 4. Response Rates by Department to Evaluate Deans, Associate Deans, and Department Chair

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|   |   | Responses | Possible Invited | Response Rate |
| College of Engineering |  |  |  |
|  |  |  |  |  |
|  | Biomedical Engineering | 0 | 11 | 0% |
|  | Computer Science & Engineering | 16 | 41 | 39% |
|  | Electrical Engineering | 4 | 15 | 27% |
|  | Materials Science & Engineering | 6 | 16 | 38% |
|  | Mechanical & Energy Engineering | 6 | 25 | 24% |
|  | Total | 32 | 108 | 30% |
|   |   |   |   |   |
|  |  |  |  |  |
| College of Health and Public Service |  |  |  |
|  |  |  |  |  |
|  | Audiology & Speech - Lang Path | 4 | 12 | 33% |
|  | Behavior Analysis | 3 | 9 | 33% |
|  | Criminal Justice | 9 | 12 | 75% |
|  | Emergency Mgmt & Disaster Science | 2 | 6 | 33% |
|  | Public Administration | 5 | 11 | 45% |
|  | Rehabilitation and Health Service | 4 | 13 | 31% |
|  | Social Work | 3 | 8 | 38% |
|  | Sub Total | 30 | 71 | 42% |
|  |  | 1 |  |  |
|  | Total | 31 | 71 | 44% |
|   |   |   |   |   |
|  |  |  |  |  |
| College of Liberal Arts and Social Sciences |  |  |  |
|  |  |  |  |  |
|  | Anthropology | 0 | 9 | 0% |
|  | Communication Studies | 3 | 13 | 23% |
|  | Dance & Theatre | 3 | 9 | 33% |
|  | Economics | 4 | 16 | 25% |
|  | English | 22 | 41 | 54% |
|  | Geography and the Environment | 5 | 12 | 42% |
|  | History | 5 | 32 | 16% |
|  | International Studies | 0 | 2 | 0% |
|  | Mayborn School of Journalism | 7 | 17 | 41% |
|  | Media Arts | 7 | 16 | 44% |
|  | Philosophy & Religion | 4 | 9 | 44% |
|  | Political Science | 14 | 25 | 56% |
|  | Psychology | 9 | 24 | 38% |
|  | Sociology | 5 | 13 | 38% |
|  | Spanish | 8 | 13 | 62% |
|  | Technical Communication | 6 | 10 | 60% |
|  | Women's and Gender Studies | 0 | 2 | 0% |
|  | World Lang, Lit, & Cultures | 6 | 15 | 40% |
|  | Other | 1 | 1 | 100% |
|  | Sub Total | 109 | 278 | 39% |
|  | Missing | 1 |  |  |
|  | Total | 110 | 278 | 40% |
|   |   |   |   |   |
|  |  |  |  |  |
| College of Merchandising, Hospitality & Tourism |  |  |  |
|  |  |  |  |  |
|  | Hospitality & Tourism | 4 | 18 | 22% |
|  | Merch & Digital Retailing | 7 | 13 | 54% |
|  | Total | 11 | 31 | 35% |
|   |   |   |   |   |
|  |  |  |  |  |
| College of Business |  |  |  |
|  |  |  |  |  |
|  | Accounting | 12 | 21 | 57% |
|  | Finance, Insurance, Real Estate, and Law | 4 | 21 | 19% |
|  | Information Technology & Decision Sciences | 5 | 27 | 19% |
|  | Logistics & Operations Mgmt | 2 | 12 |  |
|  | Management | 6 | 30 | 20% |
|  | Marketing and Logistics | 8 | 18 | 44% |
|  | Ctr-LSCM |  | 2 |  |
|  | Total | 37 | 131 | 28% |
|   |   |   |   |   |
|  |  |  |  |  |
| College of Education |  |  |  |
|  |  |  |  |  |
|  | Counseling & Higher Education | 4 | 16 | 25% |
|  | Educational Psychology | 4 | 22 | 18% |
|  | Kinesiology, Hlth Promo, & Rec | 10 | 22 | 45% |
|  | Teacher Education & Admin | 20 | 32 | 63% |
|  | Education-Ed Prep |  | 1 |  |
|  | Total | 38 | 93 | 41% |
|   |   |   |   |   |
|  |  |  |  |  |
| College of Information |  |  |  |
|  |  |  |  |  |
|  | Information Science | 11 | 23 | 48% |
|  | Learning Technologies | 8 | 17 | 47% |
|  | Linguistics | 1 | 7 | 14% |
|  | Total | 20 | 47 | 43% |
|   |   |   |   |   |
|  |  |  |  |  |
| College of Music |  |  |  |
|  |  |  |  |  |
|  | Composition Studies | 1 | 6 | 0% |
|  | Conducting & Ensembles | 1 | 9 | 22% |
|  | Instrumental Studies | 11 | 31 | 29% |
|  | Jazz Studies | 6 | 14 | 36% |
|  | Keyboard Studies | 2 | 8 | 56% |
|  | Music Education | 1 | 6 | 43% |
|  | Music Hist, Thry, & Ethnomusic | 5 | 18 | 15% |
|  | Vocal Studies | 2 | 10 | 44% |
|  | Sub Total | 29 | 102 | 30% |
|  | Missing | 1 |  |  |
|  | Total | 30 | 102 | 30% |
|   |   |   |   |   |
|  |  |  |  |  |
| College of Science |  |  |  |
|  |  |  |  |  |
|  | Biological Sciences | 13 | 41 | 32% |
|  | Chemistry | 6 | 25 | 24% |
|  | IPACS | 2 | 1 | 200% |
|  | Mathematics | 7 | 32 | 22% |
|  | Physics | 16 | 20 | 80% |
|  | Teach North Texas | 1 | 7 | 14% |
|  | Total | 45 | 126 | 36% |
|   |   |   |   |   |
|  |  |  |  |  |
| College of Visual Arts and Design |  |  |  |
|  |  |  |  |  |
|  | Art Education | 3 | 12 | 25% |
|  | Art History | 6 | 8 | 75% |
|  | Design | 11 | 16 | 69% |
|  | Foundations | 2 | 5 | 40% |
|  | IADS-Interdiscipl Art & Design | 0 | 3 | 0% |
|  | Studio Art | 5 | 20 | 25% |
|  | Total | 27 | 64 | 42% |
|   |   |   |   |   |
|  |  |  |  |  |
| UNT Intensive English Language Institute |  |  |  |
|  |  |  |  |  |
|  | IELI (UNT) | 0 | 8 | 0% |
|  | Total | 0 | 8 | 0% |
|   |   |   |   |   |
|  |  |  |  |  |
| University Libraries |  |  |
|  | Total | 15 | 38 | 39% |
|   |   |   |   |   |
|  |  |  |  |  |
| Toulouse Graduate School |  |  |  |
|  | Gen - FT | 2 | 5 | 40% |
|  | Total | 2 | 5 | 40% |
|   |   |   |   |   |
|  |  |  |  |  |
| College at Frisco |  |  |  |
|  | Applied Arts & Sciences | 2 | 3 | 67% |
|  | College at Frisco | 2 | 15 | 13% |
|  | New College | 1 |  |  |
|  | Total | 5 | 18 | 28% |
|   |   |   |   |   |
|  |  |  |  |  |
| Honors College |  |  |  |
|  | Gen - FT | 0 | 2 | 0% |
|  | Total | 0 | 2 | 0% |
|   |   |   |   |   |

Combined results for all deans, associate deans, and department chairs are presented in the following tables. Individual data for deans, associate deans, and department chairs are not included in this report. The majority of the responses are positive. The order of presentation is alphabetical to promote comparisons of positive and negative responses at the same level.

Dean Combined Responses

QD2a Dean Q2a: Do you have confidence in your dean's ability to perform his/her current role?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 37 | 9.1 | 9.1 | 9.1 |
| Valid | Definitely not | 45 | 11.1 | 11.1 | 20.1 |
|  | Definitely yes | 164 | 40.3 | 40.3 | 60.4 |
|  | Probably not | 39 | 9.6 | 9.6 | 70 |
|  | Probably yes | 122 | 30 | 30 | 100 |
|  | Total | 407 | 100 | 100 |  |

QD3a Dean Q3a: Does your dean involve faculty in the decision-making process?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 38 | 9.3 | 9.3 | 9.3 |
| Valid | Definitely not | 57 | 14 | 14 | 23.3 |
|  | Definitely yes | 90 | 22.1 | 22.1 | 45.5 |
|  | Probably not | 86 | 21.1 | 21.1 | 66.6 |
|  | Probably yes | 136 | 33.4 | 33.4 | 100 |
|  | Total | 407 | 100 | 100 |  |

QD4a Dean Q4a: Has your dean communicated the goals and action plans for your college this year?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 42 | 10.3 | 10.3 | 10.3 |
| Valid | Definitely not | 43 | 10.6 | 10.6 | 20.9 |
|  | Definitely yes | 169 | 41.5 | 41.5 | 62.4 |
|  | Probably not | 35 | 8.6 | 8.6 | 71 |
|  | Probably yes | 118 | 29 | 29 | 100 |
|  | Total | 407 | 100 | 100 |  |

QD4b Dean Q4b: If you have received this year's goals and action plans, has your dean made progress on these?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 47 | 11.5 | 11.5 | 11.5 |
| Valid | Definitely not | 14 | 3.4 | 3.4 | 15 |
|  | Definitely yes | 100 | 24.6 | 24.6 | 39.6 |
|  | I have not received this year's goals. | 73 | 17.9 | 17.9 | 57.5 |
|  | Probably not | 33 | 8.1 | 8.1 | 65.6 |
|  | Probably yes | 140 | 34.4 | 34.4 | 100 |
|  | Total | 407 | 100 | 100 |  |

QD5a Dean Q5a: Does your dean allocate resources in a transparent way?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 46 | 11.3 | 11.3 | 11.3 |
| Valid | Definitely not | 69 | 17 | 17 | 28.3 |
|  | Definitely yes | 75 | 18.4 | 18.4 | 46.7 |
|  | Probably not | 72 | 17.7 | 17.7 | 64.4 |
|  | Probably yes | 145 | 35.6 | 35.6 | 100 |
|  | Total | 407 | 100 | 100 |  |

QD6a Dean Q6a: Does your dean promote a positive work environment?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 45 | 11.1 | 11.1 | 11.1 |
| Valid | Definitely not | 54 | 13.3 | 13.3 | 24.3 |
|  | Definitely yes | 166 | 40.8 | 40.8 | 65.1 |
|  | Probably not | 51 | 12.5 | 12.5 | 77.6 |
|  | Probably yes | 91 | 22.4 | 22.4 | 100 |
|  | Total | 407 | 100 | 100 |  |

QD7a Dean Q7a: Does your dean know who you are and some of your areas of contribution?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 42 | 10.3 | 10.3 | 10.3 |
| Valid | Definitely not | 35 | 8.6 | 8.6 | 18.9 |
|  | Definitely yes | 170 | 41.8 | 41.8 | 60.7 |
|  | Probably not | 56 | 13.8 | 13.8 | 74.4 |
|  | Probably yes | 104 | 25.6 | 25.6 | 100 |
|  | Total | 407 | 100 | 100 |  |

QD8a Dean Q8a: Have the key responsibilities for the associate deans in your college been explained?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 45 | 11.1 | 11.1 | 11.1 |
| Valid | Definitely not | 56 | 13.8 | 13.8 | 24.8 |
|  | Definitely yes | 107 | 26.3 | 26.3 | 51.1 |
|  | Probably not | 71 | 17.4 | 17.4 | 68.6 |
|  | Probably yes | 128 | 31.4 | 31.4 | 100 |
|  | Total | 407 | 100 | 100 |  |

Associate Dean Combined Responses

QAD102 AD1 Q2a: Do you have confidence in your Associate Dean's ability to perform his/her current role?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 210 | 21.4 | 21.4 | 21.4 |
| Valid | Definitely not | 79 | 8 | 8 | 29.4 |
|  | Definitely yes | 359 | 36.6 | 36.6 | 66 |
|  | Probably not | 78 | 7.9 | 7.9 | 73.9 |
|  | Probably yes | 256 | 26.1 | 26.1 | 100 |
|  | Total | 982 | 100 | 100 |  |

QAD104 AD1 Q3a: Does your Associate Dean involve faculty in the decision-making process?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 229 | 23.3 | 23.3 | 23.3 |
| Valid | Definitely not | 118 | 12 | 12 | 35.3 |
|  | Definitely yes | 204 | 20.8 | 20.8 | 56.1 |
|  | Probably not | 136 | 13.8 | 13.8 | 70 |
|  | Probably yes | 295 | 30 | 30 | 100 |
|  | Total | 982 | 100 | 100 |  |

QAD108 AD1 Q4a: Does your Associate Dean promote a positive work environment?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 240 | 24.4 | 24.4 | 24.4 |
| Valid | Definitely not | 82 | 8.4 | 8.4 | 32.8 |
|  | Definitely yes | 312 | 31.8 | 31.8 | 64.6 |
|  | Probably not | 78 | 7.9 | 7.9 | 72.5 |
|  | Probably yes | 270 | 27.5 | 27.5 | 100 |
|  | Total | 982 | 100 | 100 |  |

Department Chair Combined Responses

Departmental Governance

1. My department chair involves faculty in decision-making about important issues facing the department.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 40 | 10 | 10 | 10 |
| Valid | Agree | 79 | 19.8 | 19.8 | 29.8 |
|  | Disagree | 25 | 6.3 | 6.3 | 36 |
|  | Somewhat agree | 38 | 9.5 | 9.5 | 45.5 |
|  | Somewhat disagree | 17 | 4.3 | 4.3 | 49.8 |
|  | Strongly Agree | 154 | 38.5 | 38.5 | 88.3 |
|  | Strongly disagree | 47 | 11.8 | 11.8 | 100 |
|  | Total | 400 | 100 | 100 |  |

2. My department chair works with faculty and other stakeholders to develop goals for the department.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 41 | 10.3 | 10.3 | 10.3 |
| Valid | Agree | 64 | 16 | 16 | 26.3 |
|  | Disagree | 28 | 7 | 7 | 33.3 |
|  | Somewhat agree | 49 | 12.3 | 12.3 | 45.5 |
|  | Somewhat disagree | 15 | 3.8 | 3.8 | 49.3 |
|  | Strongly Agree | 159 | 39.8 | 39.8 | 89 |
|  | Strongly disagree | 44 | 11 | 11 | 100 |
|  | Total | 400 | 100 | 100 |  |

3. My department chair works with faculty and other stakeholders to achieve our shared goals for the department.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 40 | 10 | 10 | 10 |
| Valid | Agree | 73 | 18.3 | 18.3 | 28.2 |
|  | Disagree | 20 | 5 | 5 | 33.3 |
|  | Somewhat agree | 43 | 10.8 | 10.8 | 44 |
|  | Somewhat disagree | 24 | 6 | 6 | 50 |
|  | Strongly Agree | 151 | 37.8 | 37.8 | 87.8 |
|  | Strongly disagree | 49 | 12.3 | 12.3 | 100 |
|  | Total | 400 | 100 | 100 |  |

4. My department chair allocates department resources (research and travel funding, TA/TF/RA support, etc.) in a transparent manner.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 41 | 10.3 | 10.3 | 10.3 |
| Valid | Agree | 68 | 17 | 17 | 27.3 |
|  | Disagree | 17 | 4.3 | 4.3 | 31.5 |
|  | Somewhat agree | 58 | 14.5 | 14.5 | 46 |
|  | Somewhat disagree | 22 | 5.5 | 5.5 | 51.5 |
|  | Strongly Agree | 144 | 36 | 36 | 87.5 |
|  | Strongly disagree | 50 | 12.5 | 12.5 | 100 |
|  | Total | 400 | 100 | 100 |  |

5. My department chair supports my professional goals and activities to the extent possible given available resources.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 42 | 10.5 | 10.5 | 10.5 |
| Valid | Agree | 64 | 16 | 16 | 26.5 |
|  | Disagree | 26 | 6.5 | 6.5 | 33 |
|  | Somewhat agree | 43 | 10.8 | 10.8 | 43.8 |
|  | Somewhat disagree | 20 | 5 | 5 | 48.8 |
|  | Strongly Agree | 167 | 41.8 | 41.8 | 90.5 |
|  | Strongly disagree | 38 | 9.5 | 9.5 | 100 |
|  | Total | 400 | 100 | 100 |  |

Equity and Inclusion

7. My department chair allocates departmental resources (research and travel funding, TA/TF/RA support, etc.) in an equitable manner.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 48 | 12 | 12 | 12 |
| Valid | Agree | 78 | 19.5 | 19.5 | 31.5 |
|  | Disagree | 15 | 3.8 | 3.8 | 35.3 |
|  | Somewhat agree | 51 | 12.8 | 12.8 | 48 |
|  | Somewhat disagree | 20 | 5 | 5 | 53 |
|  | Strongly Agree | 149 | 37.3 | 37.3 | 90.3 |
|  | Strongly disagree | 39 | 9.8 | 9.8 | 100 |
|  | Total | 400 | 100 | 100 |  |

8. My department chair works with faculty and staff to promote an inclusive workplace.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 42 | 10.5 | 10.5 | 10.5 |
| Valid | Agree | 75 | 18.8 | 18.8 | 29.3 |
|  | Disagree | 18 | 4.5 | 4.5 | 33.8 |
|  | Somewhat agree | 49 | 12.3 | 12.3 | 46 |
|  | Somewhat disagree | 13 | 3.3 | 3.3 | 49.3 |
|  | Strongly Agree | 157 | 39.3 | 39.3 | 88.5 |
|  | Strongly disagree | 46 | 11.5 | 11.5 | 100 |
|  | Total | 400 | 100 | 100 |  |

9. My department chair strives to promote equitable service assignments within the department

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 44 | 11 | 11 | 11 |
| Valid | Agree | 69 | 17.3 | 17.3 | 28.2 |
|  | Disagree | 22 | 5.5 | 5.5 | 33.8 |
|  | Somewhat agree | 51 | 12.8 | 12.8 | 46.5 |
|  | Somewhat disagree | 27 | 6.8 | 6.8 | 53.3 |
|  | Strongly Agree | 138 | 34.5 | 34.5 | 87.8 |
|  | Strongly disagree | 49 | 12.3 | 12.3 | 100 |
|  | Total | 400 | 100 | 100 |  |

General Feedback

11. Overall, how satisfied are you with your department chair’s leadership in 2021-22?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  |  | 40 | 10 | 10 | 10 |
| Valid | Dissatisfied | 18 | 4.5 | 4.5 | 14.5 |
|  | Satisfied | 68 | 17 | 17 | 31.5 |
|  | Somewhat dissatisfied | 22 | 5.5 | 5.5 | 37 |
|  | Somewhat satisfied | 36 | 9 | 9 | 46 |
|  | Strongly dissatisfied | 61 | 15.3 | 15.3 | 61.3 |
|  | Very satisfied | 155 | 38.8 | 38.8 | 100 |
|  | Total | 400 | 100 | 100 |  |